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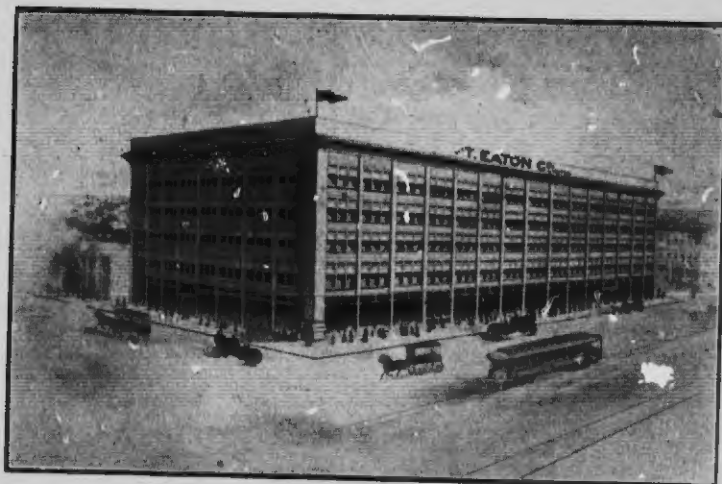
**THE T. EATON CO.**  
LIMITED

**TORONTO AND WINNIPEG  
CANADA**

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Our Toronto Store



Our Winnipeg Store



**R**ELIEVING that a large number of our patrons throughout this great Dominion are interested in the constant growth of Canada's Greatest Store, we are induced to publish this brief sketch of our mercantile experience. On the strength of this prerogative we venture to present it to you, feeling assured it may render some small timely service and prove at least interesting enough to hold your attention to the end.

It is a brief statement of our methods of merchandising with a people who have long given us their confidence and who are to-day still endorsing us with that same confidence. With that self-same spirit we greet you; as citizens of Canada we greet you, and trust that our growth may be advantageous to your welfare.



WHILE Confederation was still in its infancy Mr Timothy Eaton opened a store in Toronto. The business was small, but the principles underlying it permitted of unlimited expansion, and year by year it grew until it has become Canada's Greatest Store and a potent factor in reducing the cost of living in the great Dominion.

Mr. Eaton's first ventures in the mercantile world are referred to in the sketch of his life which appears elsewhere in the brochure. His determination to locate in Toronto was based on his conviction that the only fair system of doing business was the cash system, and in those early times Toronto seemed the only place where it was possible to enforce this principle.

And so in 1869 he opened a business here on an entirely new basis—a basis of buying for cash and selling for cash. In the matter of buying and selling, the business is conducted on a strictly cash basis.

Buying and selling on this basis saves money at both ends. The goods are bought at the very lowest prices, as the ready money is always a prime consideration to manufacturers; and, by selling for cash all the losses incurred by bad debts are avoided. The advantages are manifold and, of course the purchasers receive the benefits.



Toronto—Yonge Street, Main Aisle



Toronto—Queen Street, Main Aisle

Those who were familiar with the little store in Toronto saw the advantage, but Mr. Eaton sought to gain the confidence of a wider purchasing public

To this end another principle was laid down—that no misrepresentations should be used in selling goods. It has always been the policy of The T. Eaton Co. to under-rate rather than over-rate its merchandise. This the public has long since discovered. People in every part of Canada who deal with Canada's Greatest Store know that if the goods received are not as represented they can have their money back.

That all should be treated alike was still another principle. It seemed unfair that one person should pay more than another for the same article.

To overcome this The T. Eaton Company marked every article in plain figures and as near the cost as was possible. These prices it refused to cut to the fraction of a farthing. The people quickly seized upon this situation. They quickly learned that Eaton prices were right and that all who bought from Eaton's paid Eaton prices. They have long since ceased to look for two prices at Eaton's

With these three principles — No credit, No misrepresentations, One price to all—as his chief capital, Mr. Eaton engaged in business in Toronto in 1869.



Toronto—Portion of Glove and Hosiery Department



Toronto—Boot and Shoe Department



What has been the result?

Compared with later years the growth at first was slow. In time it became more rapid and of late it has been truly wonderful, due partly to its own impetus, but principally to the increasing confidence of the public in the Eaton System of doing business, a confidence that is begat by a widening and deeper knowledge of that system. The extensions of the present year show that the growth is not yet ended, that the business is still growing by leaps and bounds.

The first expansion was in the direction of multiplying departments. It was felt that it would be a great convenience and economy for people to purchase everything they wanted under the same roof. It was obvious that much time would be saved and much trouble avoided. It was also felt that the cost of handling would be greatly reduced and that business could be conducted with narrower profits.

And so department was added to department until everything that makes for comfort in the home and in the life of the individual was to be found in the store of The T. Eaton Co. Limited.

This was a long step in the direction of making the store a popular institution, an institution of the people for the people.



Toronto—Millinery Department



Toronto—Women's Ready-to-Wear Clothing Department

But this was not enough. While Mr. Eaton felt a degree of satisfaction in having been able to reduce the cost of living and while he was rewarded with a liberal and hearty patronage he realized that there was still much to be accomplished in the same direction.

As yet goods had all to pass through many hands between the maker and the consumer. To simplify this was the next move.

Buying offices were established in London and Paris. They were manned by Canadians thoroughly conversant with the needs of the Canadian people. Their duty was, and is, to keep the Company's buyers advised on the state of the market and to take advantage of any special values at any time offered. The buyers who frequently visit the European markets are able, with the assistance of these offices, to buy direct from the mills and factories, and to the very best advantage. In this way the profit of the middleman is saved to the wearer.

This saving suggested another. Up to this time all garments sold were made by wholesale manufacturers. This was not satisfactory for several reasons. The workmanship very often was not all that was desired; the kind of garments, too, that were wanted were not always available; nor was the material always such as could be recommended. Above all, the makers' profit had to be added to the wearers' price and the saving of this The T. Eaton Co. Limited regarded as an obligation cast upon it.



Toronto—Carpet Department



Toronto—Furniture Department

There was but one course open—to build factories, and factories were built: factories that are to-day the largest and most perfectly equipped in the world that sell their entire output over their own counters and through their Mail Order Department direct to the wearer: factories that are well lighted, well heated, well ventilated and thoroughly clean: factories in which the comfort and health of the employees are carefully considered.

An inspection of these factories reveals the reason for Eaton prices. There are special machines for every sort of operation, and some there are so cunningly devised that they approach human ingenuity. Hemming, tucking, pleating, frilling and binding are all done by machines specially built each for its own particular work and some machines perform as many as five operations at once. Some machines sew but a single seam at a time, others as high as twelve. Buttonholes, and good ones too, are made by machinery; machines sew on buttons. Electric cutting machines cut 50 thicknesses of tweed or 400 thicknesses of cotton at a single stroke. Gas heated irons, in the hands of deft operators do the pressing and everything is done with mechanical precision.

The very greatest care is taken to have every garment perfect in every detail. Beginning with the cloth before it is cut up, everything is critically examined by experts after each stage of progress.



Toronto—Mail Order Office



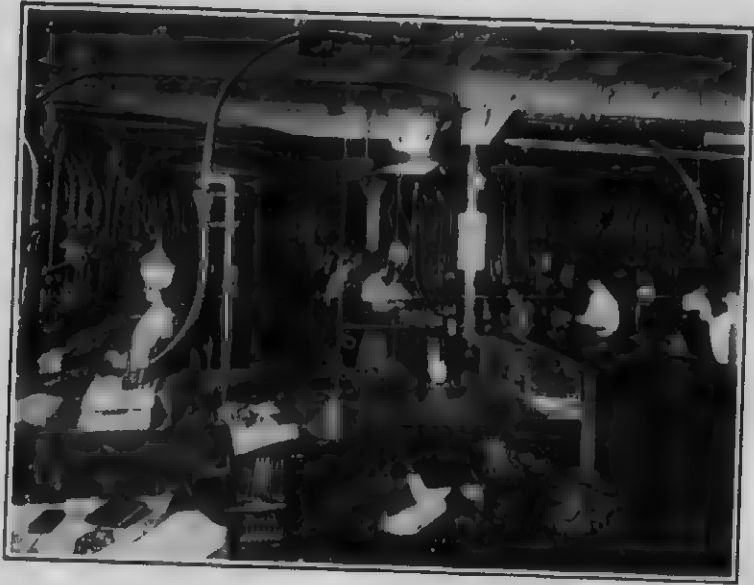
Toronto—Mail Order Shipping Department

By reason of careful buying, of careful workmanship, of careful inspection and complete information regarding the latest styles on the market, the finished articles from these factories have style and quality. The material used is as represented the linings are all carefully picked and the workmanship is equal to that on many custom-made garments that sell for double the money.

These statements apply, with equal force to Men's and Boys' suits and overcoats, and Women's ready-to-wear costumes, coats, dress and walking skirts.

The Men's and Boys' clothing is noted for its distinctive appearance. The long sloping shoulders essential in this season's smart garments are well shaped and so well made that they retain their form to the last. The Ladies' costumes are models of fashion. Advised from the permanent buying offices in Paris and London on all the newest fashions as soon as they are brought out by the modellers of fashion The T. Eaton Co. is enabled to offer the people of Canada the same goods and the same styles at the same time as they are being worn in the European capitals, and at prices within the reach of almost any purse.

The making of corsets in the Eaton factories has been reduced to a science, and prices have been cut in twain. The "Acme" corset to-day represents a saving of 50 per cent. When these corsets were first offered for sale it seemed incredible to corset-wearers that really high-grade corsets could be sold at such prices. The secret of the prices, of course, is that all materials used



Toronto—Cash Office



Toronto—Our City Delivery



are bought direct from the mills and that the corset-makers' and middleman's profits are eliminated by the company manufacturing the corsets in its own factories equipped with everything that makes for economy and merit.

The following is a complete list of the articles manufactured by The T. Eaton Co., and every one of them represents a material saving, represents what may be saved by disposing of the middleman's profits:

Ladies' Fur Jackets, Caps, Stoles, Scarfs, Ruffs, Caperines, Muffs, Gauntlets, Boas, Fur-lined Coats and Capes.

Ladies' and Misses Suits, Dresses, Shirt Waist Suits, Coats, Raincoats, Dress and Walking Skirts, Millinery.

Ladies' Tea Gowns, Dressing Sacques, Kimonos and Wrappers, Petticoats in Silk, Moreen, Sateen, Lustre, Gingham, etc., Waists in Silk, Sateen, Lustre, etc.

Ladies' White Underwear, Flannel and Flannelette Underwear, Corsets, Corset Waists, Bathing Suits, etc.

Ladies' Neckwear and Shoulder Braces.

Children's Carriage Rugs, Fur Caps, Fur Gauntlets and Coats

Men's and Boys' Cloth Caps for Winter or Summer in Imitation Fur or Plain Goods, Military, Railway or Special Society Caps.

Children's Dresses, Coats, Ulsters and Reefers

Children's and Infants' Underwear.



Toronto—One of our Three Factories



Toronto—Section of Engine Room

Men's Fur Coats, Caps, Gauntlets and Collars.

Men's and Boys' Coats of all kinds, including Prince Albert, Full Dress, Tuxedo, Clerical, Morning, Single and Double Breasted Sacks.

Men's and Youths' Coats, Vests, Pants, Overcoats, Raincoat, Reefers and Fancy Vests.

Boys' Coats, Vests, Knicker Pants, Fancy Coats, Overcoats, Reefers, Overalls and Sailor Suits.

Men's and Boys' White and Colored Laundered Shirts, Flannel and Flannelette Shirts, also Men's Overalls, Smocks and Working Shirts.

Men's and Boys' Neckwear, all kinds of Ties and Scarfs.

Suspenders in all styles, kinds and sizes, Sleigh Robes, Furniture Upholstering, Window Shades and Harness.

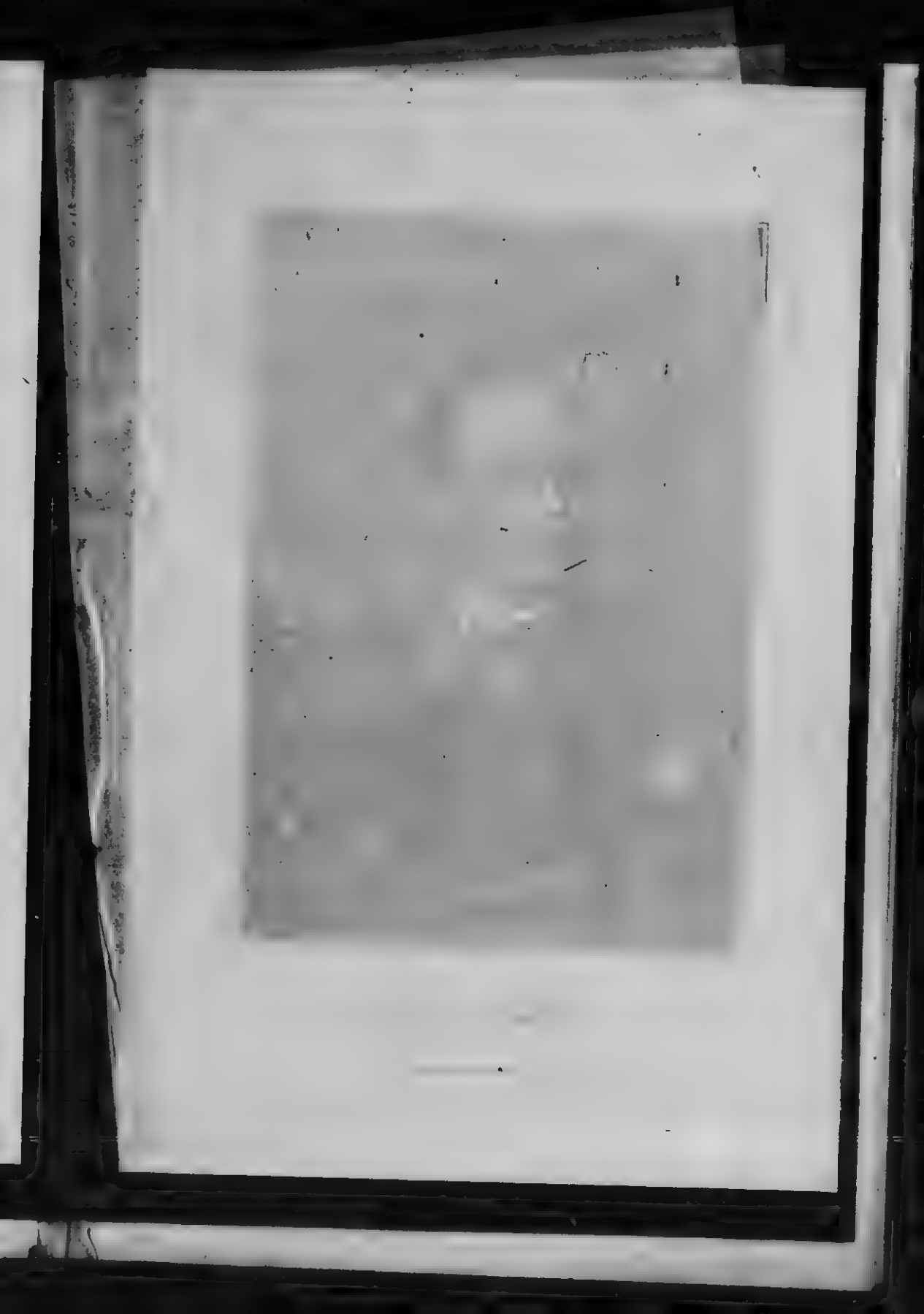
Conducting business on a cash basis, buying direct from the makers, and manufacturing were the three primary reasons for reduced prices. There were secondary ones that in no small way affected the prices of goods, by reducing the running expenses.

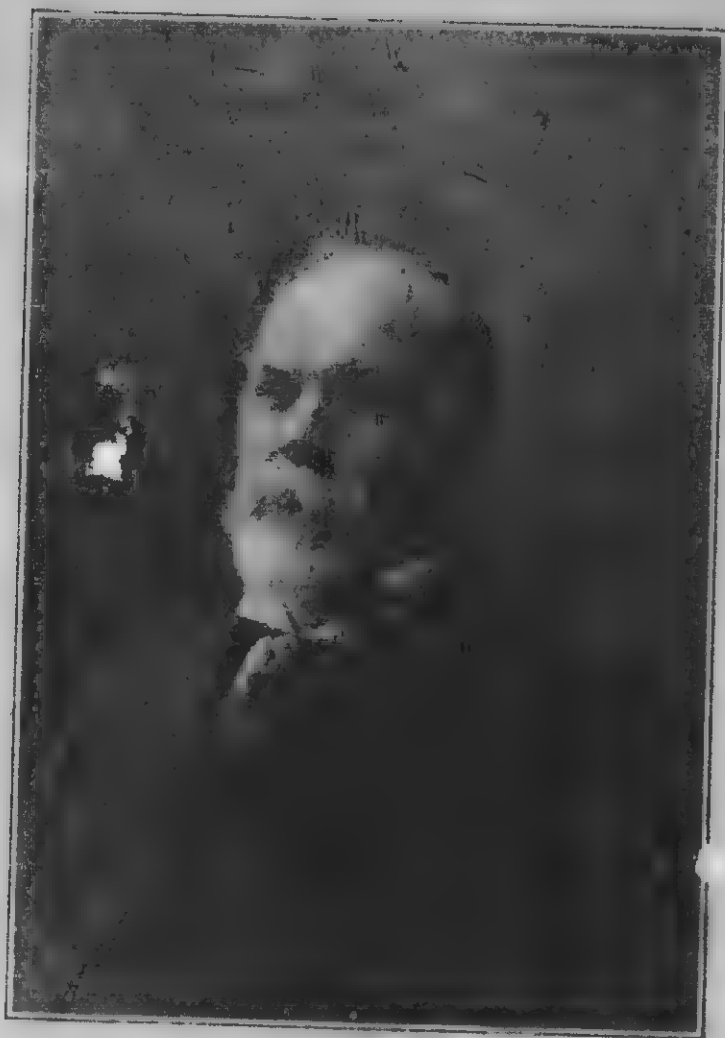
When the factories were built a power plant was established of necessity and, in doing so it was installed of sufficient magnitude to furnish electric energy for 28,000 incandescent lights, to provide extra water power in case of fire, to supply heat in winter and low temperature for the cold storage plant in summer, and to operate the elevators of which there are more than a score. To do this 2,100 horse power is required; four





*2 Oct 1890*





*W. C. Carter*



*John C. Salton*

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*Geo. C. Eaton*

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immense engines provide this, and the engine room in which they are assembled is a model of convenience.

A blacksmith shop is a part of the establishment, also carriage works, a steam fitting department, carpenter and paint shops.

The publication of catalogues and other printed matter requires a thoroughly equipped and extensive printing establishment, and The T. Eaton Co. has it. One of the latest additions to this department is an extensive printing press which prints 320,000 catalogue pages an hour. There is only one other like it in existence, the property of one of the big American Assurance Companies.

The business done locally had assumed immense proportions, but there was a field beyond where the people did not enjoy the benefits of a thoroughly modern, thoroughly equipped, well stocked and well managed city store. To extend the benefits to these a Mail Order Department was established, to perfect which untiring energy, experiments and intelligence have been employed. Each year saw improvements until a system was evolved equal to any in the world, a system that makes it possible to fill mail orders promptly and correctly. All are filled by experts each in his own, or her, particular line. Every article is selected with the greatest care and with the view of pleasing the customers. Everything is done to please, but if, after all, the customer is not satisfied there is always the privilege of exchanging the goods for other goods or the cash.

To assist out-of-town customers in making selections, catalogues are prepared for free distribution and samples are sent on request. Any who desire a catalogue may have one for the asking. In sending for samples it is well to explain the purpose for which the material is intended, the nature of the goods wanted and somewhere near the price proposed to be paid.

To fully describe the Mail Order Department and explain the Mail Order System would require a volume in itself; sufficient here is to state that every order that is received through the mail has the personal attention of experts who are employed to guard the interests of the absent customers.

The store, the factories and the stables are not all contained in a single city block. The greater part of one square is occupied by the store proper. To reach the Mail Order Department and also the exit of the employees a tunnel which runs below Albert street must be passed through. To reach the stables another tunnel runs below James street and from the basement of this building a third passes under Louisa and ends in the immense building on Louisa street, the latest addition to the Toronto establishment and in which are contained the Printing Plant, the Harness Factory and various other factories devoted to the manufacture of Men's and Women's wear. By means of these tunnels every part of the establishment is closely and conveniently connected.

Reference has been made to the Harness Factory: ~~just~~ a word in passing regarding the harness made there.

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Toronto—Harness Factory



Toronto—Section of Fur Factory

The general-purpose and heavy harness is of exceptional quality. The leather used is selected with the greatest care. The workmanship represents the best efforts of skilled workmen. The harness, in consequence, has a stylish appearance and great strength. In its manufacture only the best stock obtainable is used and only the most skilled labor is employed upon it. Already many know of its merits and daily its reputation is becoming more firmly established.

The T. Eaton Co's store contains a large Lunch Room which is daily patronized by upwards of 5,000 people. Here as elsewhere the desire has always been to give the patrons the best obtainable in luncheons and dinners, calculated to tempt the flagging appetite or satisfy the hungry.

As the patrons increased in numbers and the Lunch Room grew the matter of securing an adequate supply of choice dairy products became a serious problem. Sufficient prime butter was often not to be had, nor was it always a simple matter to procure cream of good quality in sufficient quantities to meet all requirements.

The easiest way out of the difficulty was to go into farming. Two hundred acres of choice land was purchased just beyond the confines of the city; a splendid herd of dairy cattle was secured; first-class buildings were erected and agriculture was undertaken on the most approved methods. The experiment was a success and another 200 acres were added. Encouraged by

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Toronto—Portion of Costume Factory



Toronto—Section of Whitewear Factory



this venture additional property was purchased near Georgetown and from time to time more land was added to these farms until at the present time 600 acres are devoted to supplying butter and cream for the Toronto

The farms are working models of the labor-saving appliances possible in agriculture and dairying. The implements used are all of the latest design; the buildings are perfectly ventilated, and the dairies are fitted throughout with machinery that saves time and promotes health by turning out products free from all impurities. Milking is done by machinery; cream separators extract the butter fat from the milk, and power churns convert this into the butter that is daily served in the store lunch room.

In this manner has the business of the T. Eaton Co. Limited grown. It has reached out in all directions as necessity demanded until it has become a self-supporting partnership concern in which the company itself and the general public are the parties interested.

Nor has the growth yet ended. This present year is witnessing the greatest expansion that has ever taken place in a similar period.

To the Toronto store is being added at the present time nearly two acres of floor space. When this is completed the floor area of the Toronto store will be about 21 1-2 acres. The present business requires this larger accommodation and it, too, will be increased from time to time as necessity demands.

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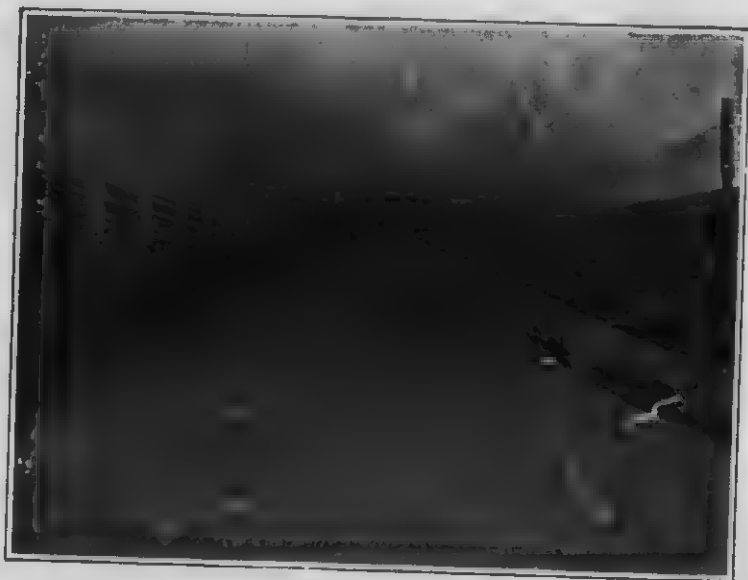
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Toronto—Printing and Bindery Department



Toronto—One of our Tunnels

## FACTS REGARDING TORONTO STORE

The floorspace of our buildings covers 21 1-2 acres.  
We require the help of 5,800 employees.

188 horses and 88 waggons are solely at the disposal of our city and suburban delivery system.

Our pneumatic Cash Tube System is operated by 6 large blowers supplying air for 18 miles of brass tubing, with 221 stations.

From the 5th floor an enormous chain parcel elevator connects with two endless belt lines—one from the sorting table in the Basement to the City Delivery and one to the Mail Order Shipping Department.

Carpets are cleaned without being removed from the floors by a vacuum sweeping system operated by a 15 horse power motor.

Our 9 high speed engines generate electric power for 20,800 incandescent lamps; 125 motors of from 1-4 to 60 horse power and 100 electric fans.

Our 8 high pressure water tube boilers aggregate 2,100 horse power.

An automatic sprinkler system supplied with water from storage tanks through three fire pumps with a capacity of 14,200,000 gallons per 24 hours.

Ten 4 inch stand pipes connected with 7,500 feet of 2 1-2 inch of standard fire hose. 285 chemical fire extinguishers are placed throughout the buildings; also sand pails and water tanks.

We have a private fire alarm; also a signal system connected with 72 fire stations. Eleven roomy passenger elevators are in constant use for the convenience of visitors. Fifteen large freight elevators are busy all day conveying freight goods from the different floors to the Shipping Department. 87 telephones are in constant use and 30 trunk lines connect with the Central Telephone Exchange.

Our Printing Department turns out 350 tons of printed matter yearly for the benefit of our Mail Order Customers.

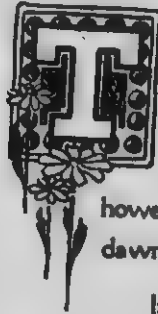


Toronto—Yonge Street Entrance



Toronto—Lunch Room

## OUR WINNIPEG STORE



THE opening of a store in Winnipeg was the most radical step ever taken by the company. It involves an enormous outlay, an outlay that is justified however, by the brilliant future that is dawning on the West.

It was partly on account of an unbounded confidence in the country and partly owing to the fact that the western Mail Order business had assumed such proportions that it could not be satisfactorily handled from Toronto that The T. Eaton Co., Limited decided to locate in the Metropolis of the West.

Now that it is established in Winnipeg its endeavor will be to warrant the continued confidence of the Western people and its greatest effort will be expended in the direction of giving a more efficient and prompter service

The Winnipeg store, like the Toronto store, has many departments and many conveniences. The department managements will at all times seek to anticipate the wants of the Public. The conveniences are at all times at the disposal of the Public and it is expected that the lunch room, the information bureaus, as well as every other part of the store, will be liberally patronized.

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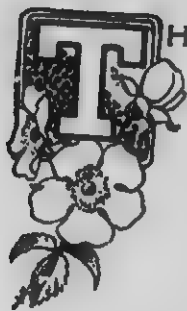
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View on one of our Farms



View on another one of our Farms



HE founder of The T. Eaton Co's business remains its genius. Mr. Timothy Eaton who foresaw the possibilities of a business conducted on a cash basis has still the guiding hand, and day by day and year by year he sees his fon... visions take material form.

Mr. Eaton was born in Ireland, at Clogher, thirty miles from Belfast and not far from Slemish, famed in Mythology as the place where St. Patrick herded sheep during his sojourn in Ireland.

Mr. Eaton's forefathers migrated from Scotland nearly two hundred years ago. They, with many other Scotch families, formed a settlement and for several generations engaged in agrarian pursuits.

The subject of this sketch was the youngest of a family of nine. Before his birth his father died and his widowed mother faced the world with a dependent family and nothing to support it. She was ambitious for her children however and managed to give them the advantage of such education as could be acquired at the national school in Clogher.

Farming in those days was not conducive to the acquiring of great wealth. The most favorable years found the toilers little wealthier than before and when calamities, in the form of crop failures, befel them they were in dire need.

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Part of one of our Herds of Cows



Clearing the Ground for Winnipeg Store



The year 1846 was one of the darkest in the history of Ireland. The potato crop was ruined with rot; other crops were partial or total failures and starvation stalked through the land. Those who were able, emigrated; the others bore their suffering patiently.

Among those who left for other lands to seek their fortunes was the eldest member of the Eaton family. About the same time Timothy, the youngest, was apprenticed to a draper at Portglenone, a small market town on the banks of the River Bann, celebrated as one of the best fishing streams in all Ireland. Portglenone itself was notorious for the free fights that characterized every market day, fights that at last became so furious that the market was abolished altogether, and only within the last few years has permission been granted for its re-establishment.

At the end of five years, the term of the apprenticeship, the subject of the sketch was given his wages which amounted to something like £100 and with this he took passage to Canada.

He arrived in Canada in 1857 and soon afterward opened a store at Kirkton in Huron county. At that time little money was in circulation. Produce was traded for goods and goods in turn were bought for produce. Railways were unknown and the merchant was compelled to do his own freighting. With waggon and oxen he hauled his produce to the nearest port and returned laden with merchandise which was again exchanged for produce.

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Winnipeg Store in Course of Erection



Winnipeg Store, Nearing Completion

After a stay of short duration at Kirkton Mr. Eaton moved to St. Mary's where he conducted a store for some years. Not satisfied with the trading system then in vogue there as elsewhere, he decided to move to Toronto where money was sufficiently plentiful to permit of the fulfilment of his desire to conduct business on a cash basis. This he always regarded as the only sound and honest system, and this system he instituted in his wide business sphere when he established in Toronto.

In Toronto he opened a small store on Yonge street below King. These quarters were abandoned for more commodious ones at 178 Yonge street; and these were, later on, vacated when still more desirable accommodation was secured at 190 Yonge street, the present address of the company.

The reason for the last move was that Mr. Eaton looked into the future. In his imagination he pictured the present establishment and he clearly saw that expansion was impossible in the block below Queen street. A birdseye view of the present premises bears out the wisdom of the move.

The enormous growth of the business is a standing testimony to the truth of the old adage—"Honesty is the best Policy." The three principles referred to in the sketch of the business were Mr. Eaton's chief asset when he first embarked on the ocean of commerce, and even now, when the business has assumed such gigantic proportions he still insists that these principles be adhered to.

The history of Mr. Eaton's later years is the history of the growth of the business. He is its inspiration, its mainstay, its guiding star. Through all the stages of its development he has held the tiller; he has steered it clear of shoals and has at last brought it in safety to the port that he has striven for—to make the business a national institution, an institution that ministers to the needs of a nation, an institution that occupies an important place in the economy of the country.

While in St. Mary's Mr. Eaton married Miss Margaret Beatty, of Woodstock. They had five children, three sons and two daughters. All are still living except the eldest son, Mr. E. Y., who died four years ago. The youngest, John C., is vice-president of the company and is closely associated with his father in the conduct of the business. Though he is yet less than thirty years of age he has an intimate knowledge of all the details of the many branches of the great establishment.

It is largely due to his untiring energy that a store has been established in Winnipeg. Of a buoyant nature he was seized with the spirit of the West and like many other business men he sees a great future for the Granary of the Empire.

A Canadian by birth and sympathy he believes that Canada is for Canadians. With the rapid development of Manitoba and the Territories it was only a matter of time until some large modern store established there; and why not a Canadian concern?

Printed and Bound by  
**T. EATON CO.** LIMITED  
AT TORONTO

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